

**ADDRESS OF V.SRINIVAS IAS,  
DEPUTY DIRECTOR ADMINISTRATION, AIIMS  
At the Farewell for Dr. M.C.Misra, Director AIIMS**

**JL AUDITORIUM, AIIMS DATED FEBRUARY 1, 2017**

**ADDRESS OF V.SRINIVAS, IAS DEPUTY DIRECTOR ADMINISTRATION ON  
SUPERANNUATION OF DR. M.C.MISRA DIRECTOR AIIMS**

Respected outgoing Director Dr.M.C.Misraji, Smt. RenuMisraji,

Acting Director Dr. BalramAiran,

Chief Dr. BRA IRCH Dr. G.K.Rath,

Chief NS Centre Dr. A.K.Mahapatra,

Distinguished Chiefs of Centres, Heads of Departments, President FAIMS, and Senior Faculty of AIIMS

Members of Officers Association, Nurses Union, and Karmachari Union,

Ladies and Gentlemen,

1. At the outset let me wish Dr. Misra a very happy 66<sup>th</sup> Birthday. I am delighted to welcome Smt. RenuMisraji to this farewell function in JL Auditorium. Thank you for honoring my request.

2. A senior colleague asked me this morning as to how I felt following the superannuation of Dr. M.C.Misra.I was reminded of the movie “Men in Black” wherein two agents spend an average of 14 hours a workday together. When the senior agent retires, and goes to work in a Post Office, the younger agent is quite desolate and lonely and drives all the way from Manhattan to Massachusetts and gets his partner back to work together once again. I had spent an average of 60-70 hours/week with Dr. Misrafor 26 months.In many ways Prof Misra had been the centrality of my official world. I now have to rediscover that focal point in his absence.

3. I worked my heart and soul for the cause of AIIMS and followed up intensely on the broad policy parameters he had laid down for me pursuing each of the causes that he espoused. There were several days when we worked well past midnight hours in the service of the Nation. VVIP Patient care, Student agitations, Fire emergencies, Developmental works like the Redevelopment of Residential Campuses, the National Cancer Institute, the AIIMS e-Hospital Project, the OPD Transformation Project, Faculty Recruitment dominated our agenda. We preserved the autonomous character of the Institute as envisaged by the founding fathers. He once wanted me to find a 1958 film of Mrs Kennedy visiting AIIMS from the Films Division Archives in Pune. Following months of search, we could identify 4 films of the early days of AIIMS. I wish to handover to him these Films Division movies as a memento.

4. While I absorbed many qualities of India’s leading Surgeon and Head of the Apex Medical Sciences University, I can safely say that I converted him into a quasi-civil servant who was constantly driven by process re-engineering and institution building. We attended a plethora of meetings together everywhere – quarterly follow up meetings in PMO, meetings in North Block, South Block, NirmanBhavan, KrishiBhavan, NDMC, Electronics Niketan and UIDAI. Our synergy was spontaneous. We did not realize that the small beginnings we had made would yield in financial sanctions of over Rs.11000/- crores for AIIMS.

5. I was always amazed with the sheer physical energy that Dr. Misra had as Director AIIMS. He once famously said the secret to his fitness was never to take an elevator. On a Saturday afternoon, we climbed 7 floors of JPN Trauma Centre to his office in one go, and he was quite comfortable. Its truly laudable that at 65 he could work long work weeks, handle

administrative responsibilities as Director AIIMS, administer the JPN Apex Trauma Center as Chief, conduct surgical procedures, attend OPD consultations, handle student issues and be a visible presence at all important workshops, CME's, international conferences and delegation level talks. The smile would never fade and the energy was boundless.

6. During his tenure as Director AIIMS, Dr. Misra worked with 3 Health Ministers - GhulamNabi Azad, Dr. Harshvardhan and J.P.Nadda. His tenure covered 4 Health Secretaries - KeshavDesiraju, LovVerma, B.P.Sharma and C.K.Mishra. Between October 2013 and January 2017, Dr. Misra as Member Secretary of the AIIMS Governing Body, the Standing Finance Committee and the Academic Committee attended a number of meetings and took several important decisions. Dr. Misra also convened Staff Council Meetings regularly and was a firm believer in democratic functioning of the Institute. His commitment to Institution Building was always visible.

7. The Digital AIIMS project was uniquely conceptualized and has emerged as one of the most innovative and visible health sector innovations of 2015 and 2016. Dr. Misra played a huge leadership role in bringing together a diverse group of individuals to ensure the project's success. The Digital AIIMS project enabled AIIMS to reach the milestone of India's First Fully Digital Public Hospital. The Ministry of Electronics and Information Technology felicitated Dr. Misra for his leadership role in the Digital AIIMS project as it had the highest footprint of Digital India projects.

8. Dr. Misra conceptualized the AIIMS Diamond Jubilee Celebrations. A postage stamp commemorating the Diamond Jubilee Celebrations was released at the 2016 Convocation. The Exhibition inaugurated on Institute Day, presented a tribute to the Founders of AIIMS. Dr. G.K. Talwar, an MBBS student of the 1956 batch inaugurated the Institute Day exhibition. Dr. Misra brought in a deep sense of history and respect for the senior faculty of AIIMS reflected in the lifetime achievement awards conferred during his tenure.

9. Dr. Misra championed the cause of the Clean AIIMS Campaign as part of the Kaya Kalp Scheme under the Swatch Bharat Mission. AIIMS adopted a Clean AIIMS Campaign logo, created institutional structures, issued a guidelines booklet and deployed senior faculty to monitor each of tasks assigned under the scheme. As a significant step forward, AIIMS introduced mechanized cleaning in its campuses in collaboration with HLL Life Care Ltd.

10. Dr. Misra led the collaboration with HLL Life Care to establish the First AMRIT Pharmacy in India in AIIMS campus in 2015 with the objective of providing low cost cancer and cardiac drugs to the needy patients. The costs of several drugs and implants were significantly lower than market prices. The collaboration was a significant milestone as it presented Government with the policy option of providing low cost drugs with zero subsidy outflows on a cost plus basis in a scheme implemented by a Public Sector Enterprise. Today, AMRIT Pharmacies are being replicated in over 200 public hospitals of India through the HLL Life Care Limited and contributing to reducing out of pocket expenditures.

11. Dr. Misra represented the essential qualities of a firm administrator. He worked closely with Chiefs of Centers, Heads of Departments and Medical Superintendents. He was willing to entrust responsibilities of Dean Academic and Dean Research to Chiefs of Centers involving them with the functioning of the Institute. The Medical Superintendents were given freedom to lay down Hospital protocols and were empowered with significant powers to enable the OPD Transformation process changes.

12. One of the big strengths of Dr. Misra was his capacity to develop international collaborations. AIIMS collaborations with a number of Medical Schools were vigorously pursued. The collaborations with American Medical Schools like the University of Michigan, the National Cancer Institute Bethesda, Maryland, the MD Anderson Cancer Center, collaborations with the Japanese Medical Schools, Australian Medical Schools, South African Medical Schools, Royal College of Surgeons flourished during his tenure.

13. The Green AIIMS project represents a significant collaboration between AIIMS and NEDO for improving the energy efficiency at AIIMS. The Institute created the AIIMS Endowment Fund benefiting a number of Researchers.

14. The improvements in AIIMS Fire Safety protocols were considerable. AIIMS adopted the latest technologies and equipment and also deployed fire prevention teams. AIIMS conducted the National Workshop on Fire and Life Safety in Health Care Facilities.

15. There were some initiatives that were attempted but could not materialize. The Institute sought an increase in retirement age of AIIMS Faculty from 65 to 67 years of age which did not materialize. A lot of work was done on the Amendments to AIIMS Rules and Regulations with the Venkitachalam Committee Report followed by the Dr. BalamAiron Committee Report.

16. We worked as a team to create a dynamic policy environment, with adequate resource availability where meritocracy could thrive and high achievers reach their promised potential. Today there is all round recognition that the AIIMS is on a high growth path fulfilling its trinity of missions as the apex Medical Sciences University of India, with the largest pool of medical talent capable of matching the best in the world. I am sure that Dr. Misra would look back with immense satisfaction at what he has individually and collectively achieved in his tenure as Director AIIMS.

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